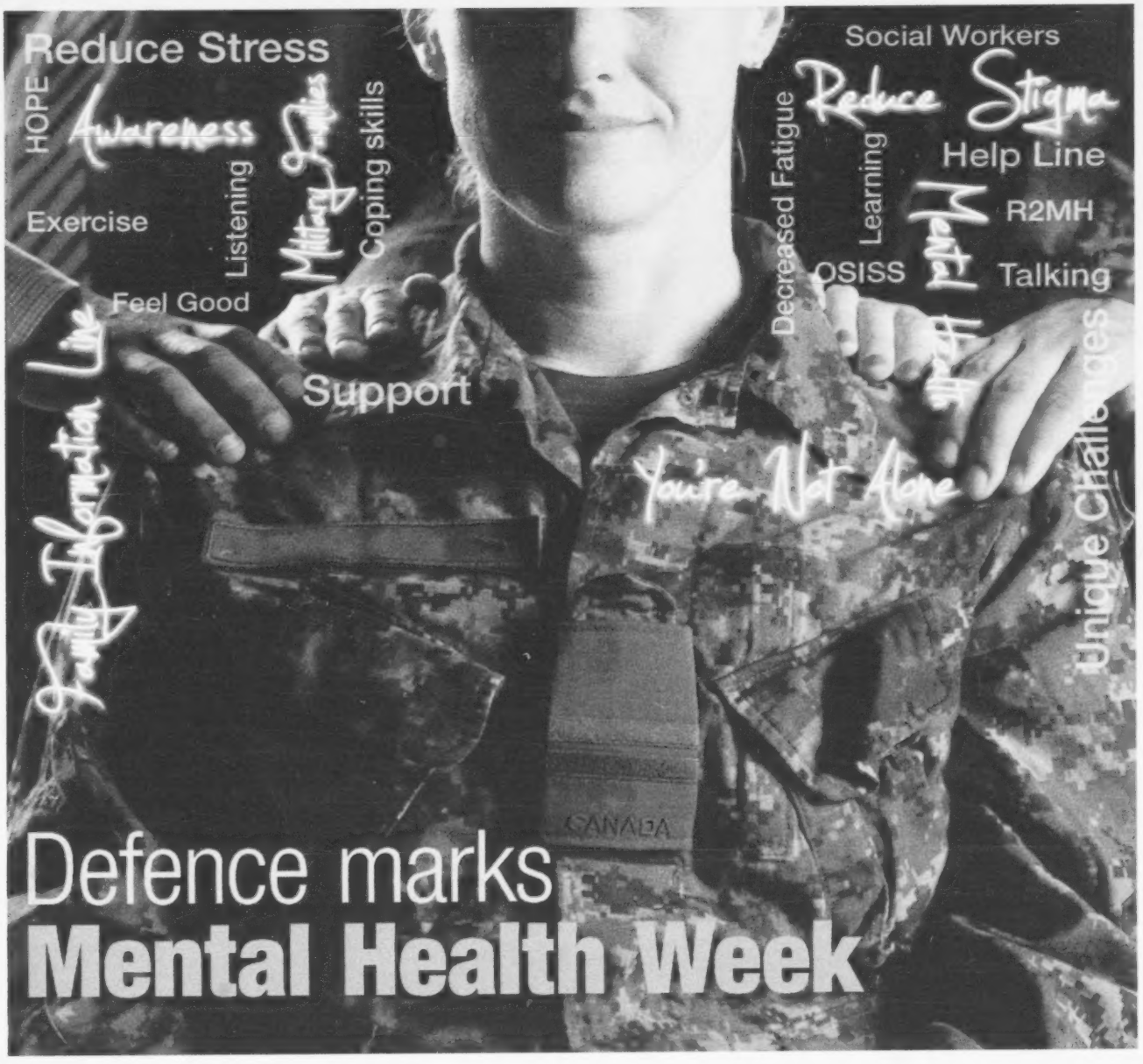
THE Maple Leaf / LA Feuille d'érable

May 2015, Volume 18, Number 5

Keeping the Defence Team informed

Français au verso




# Defence marks Mental Health Week

National Defence / Défense nationale

Canada

# LIEUTENANT-GENERAL JONATHAN VANCE NAMED NEW CDS

Prime Minister Stephen Harper announced the upcoming appointment of the new Chief of the Defence Staff on April 27.

Lieutenant-General Jonathan Vance, currently Commander of Canadian Joint Operations Command, will be appointed Chief of the Defence Staff (CDS). He replaces General Tom Lawson who has been serving in the position since October 2012. The change of command ceremony and Lieutenant-General Vance's promotion to the rank of General will take place in the coming weeks.

"Lieutenant-General Jonathan Vance has had a distinguished career in the Canadian Armed Forces (CAF) with significant experience defending Canadian sovereignty at home and around the globe. Lieutenant-General Vance will provide strong leadership for the CAF at a critical time in its history. His years working with key allied forces and partners, his combat experience, his strategic leadership, and his experience in counter-insurgency and counter-terrorism warfare will help position the CAF for continued success," said the Prime Minister.

Prime Minister Stephen Harper announces the upcoming appointment of LGen Jonathan Vance as the new Chief of the Defence Staff.

### GENERAL TOM LAWSON

"I would like to take this opportunity to thank General Tom Lawson for his 40 years of service to Canada and for his exemplary leadership. Since his appointment as CDS in late October 2012, Gen Lawson has led the CAF through a challenging but positive period, which included the deployment of: the Disaster Assistance Response Team in the aftermath of Typhoon Haiyan in the Philippines; land, air and maritime forces in support of NATO Reassurance Measures in the face of Russian aggression; CAF personnel in support of the International Coalition against the so-called Islamic State; and medical specialists into Sierra Leone to help address the spread of the Ebola virus," stated Mr. Harper. "His legacy at the Department of National Defence will live on in these accomplishments and in the reforms and initiatives he championed to ensure our Forces remain the best in the world." ♣

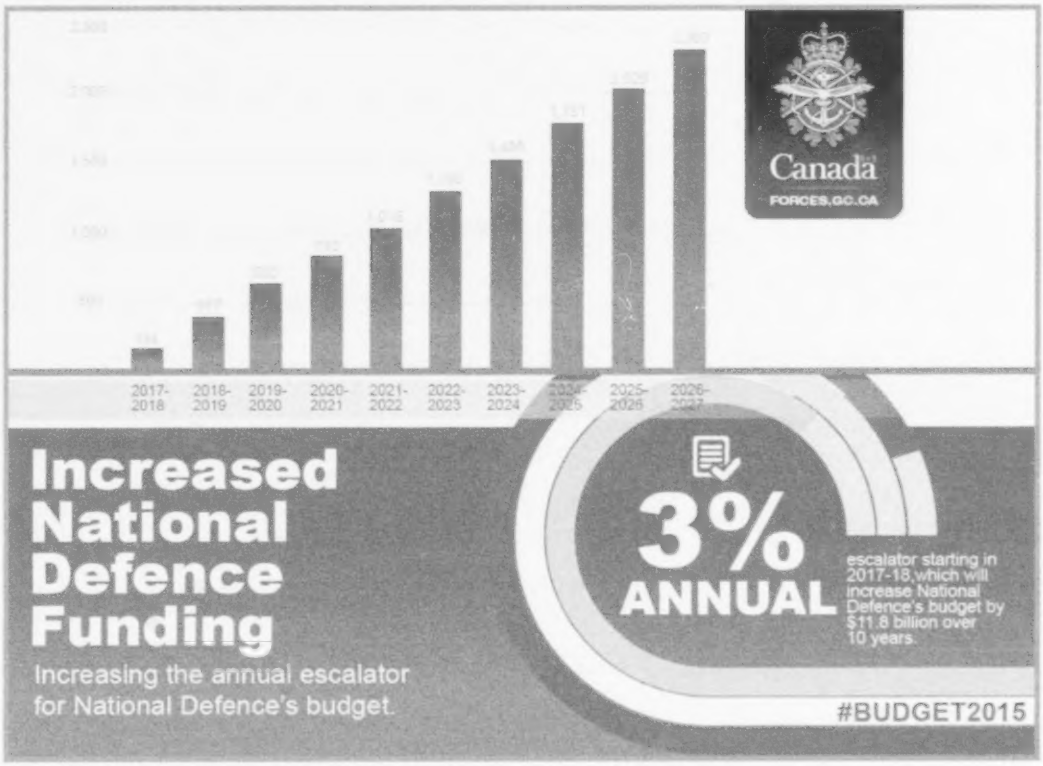
# DEFENCE BUDGET 2015

On April 21, the Government of Canada's Economic Action Plan 2015 was unveiled. It included a three per cent annual escalator starting in 2017-18 that will increase National Defence's budget by $11.8 billion over 10 years.

**ALSO COMMITTED TO DEFENCE WAS:**

- $23 million over four years to upgrade the physical security of CAF bases;
- $7.1 million in 2015-16 for the CAF to deliver enhanced training support to the Ukrainian Security Forces; and
- Up to $360.3 million in new funding to extend the CAF mission, Op IMPACT, to combat ISIS until March 2016.

For more information, visit: **www.budget.gc.ca.** ♣




## ERRATUM:

*The Maple Leaf* Vol. 18, No. 4 cover caption should have read: A student pilots a CF-188 Hornet simulator, not a CC-130 Hercules simulator. ♣

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COVER:

The Defence Team marked Mental Health Week, which ran from May 4-10. See pages 9-11.

Photo: Richard Guertin

# ACTION PLAN
## to address inappropriate sexual behaviour released

CWO Kevin West, CFCWO and Gen Tom Lawson, CDS released an Action Plan on Inappropriate Sexual Behaviour in the CAF.

General Tom Lawson, Chief of the Defence Staff, released April 30, an action plan to address inappropriate sexual behaviour in the CAF following several recent incidents. He also publicly released the independent external review authority's report into sexual misconduct and sexual harassment.

"For an institution such as the Canadian Armed Forces, one built on the camaraderie and trust, inappropriate sexual behaviour is utterly corrosive. I'd like to personally thank Madame Deschamps for her considered perspective on the dimensions of this complex problem, and for her vision for how our institution can effect change going forward. Exemplary conduct is part of Canadian Armed Forces members' obligation to serve. We cannot accept anything less, and I will not accept anything less," said Gen Lawson.

The CDS was accompanied at a news conference by Canadian Forces Chief Warrant Officer, CWO Kevin West, Marie Deschamps, former Supreme Court of Canada Justice and the External Review Authority, and Major-General Christine Whitecross, who is leading the CAF Strategic Response Team on Sexual Misconduct.

"Inappropriate sexual behaviour is a complex problem, and quick band-aid fixes are unlikely to solve the many dimensions of the problem. We need well-considered innovative change to arrive at a long-term and sustainable solution. The CAF action plan is a key step of the solution," said MGen Whitecross.

"This review must involve engagement from every command level – from the grassroots up. If our own members don't believe in this change, and actively engage in it, it will not take hold. The action plan will help us deliver more consistent, effective, and up to date policies, processes, communication, education and training. victims support, and prevention – and leadership will be vital to ensuring their success once they are in place."

### HOW TO DEAL WITH INAPPROPRIATE SEXUAL BEHAVIOUR

The CAF is committed to a respectful, healthy professional environment for all members of the organization. This responsibility extends beyond the workplace. The CAF's continued success in operations across Canada and around the world in volatile, dangerous mission areas depends on the unwavering trust and cohesion among its members, regardless of gender, ethnicity, orientation or background.

Any member experiencing sexually demeaning or harassing behaviour of any kind has a range of options available to him or her. You do not have to approach your chain of command if you are not comfortable doing so. You can seek assistance from any of the various resources.

While the contents of the report are focussed on the CAF, Deputy Minister John Forster voiced his commitment to providing a harassment-free workplace – one that promotes teamwork, mutual respect and fairness for all members of the Defence Team – military and civilian alike.

"Every member of the Defence Team has the right to work in a healthy and safe workplace, as well as a responsibility to help shape that environment by preventing problems before they occur," said Mr. Foster.

"While leaders continue to bear the responsibility for consistency in applying our shared policy on military and civilian Harassment Prevention and Resolution, every one of us is responsible for our own behaviour, and we need to do our part to create a work environment where inappropriate behaviour is not present or tolerated." ◆

### TO REPORT AN INCIDENT

**If you need immediate assistance, Call 911.**

**To report an incident of sexual misconduct or sexual assault, contact your Canadian Forces National Investigation Service regional office or your local police.**

**Canadian Forces National Investigation Service Regional Offices:**

**National Capital Region**
**Toll-Free Number: 1-888-812-3647**

**Newfoundland and Labrador, Prince Edward Island, New Brunswick and Nova Scotia**
**Toll-Free Number: 1-888-253-5335**

**Quebec and Nunavut**
**Toll-Free Number: 1-877-763-3272**

**Ontario**
**Toll-Free Number: 1-866-698-1119**

**Manitoba, Saskatchewan, Alberta, Yukon and Northwest Territories**
**Toll-Free Number: 1-877-290-1019**

**British Columbia**
**Telephone Number: 250-363-5550 (Victoria)**

### Victims Assistance Program

**The CF Military Police Group's Victims Assistance Program is designed to assist victims, especially those of violent crimes, in dealing with the trauma and after-effects that can result from crime. Contact your local Canadian Forces National Investigation Service for more information.**

### HARASSMENT PREVENTION AND RESOLUTION

**The Harassment Prevention and Resolution policy has two aims: the first is the prevention of harassment, and the second, in cases where prevention has not worked, the prompt resolution of harassment situations.**

### ROLE OF THE CAF MEMBER

**As a CAF member, you have a responsibility to create a respectful work environment and you have an obligation to your co-workers to ensure that incidents of harassment are quickly dealt with in accordance with the Harassment Prevention and Resolution policy.**

### ROLE OF A LEADER, SUPERVISOR OR MANAGER

**As a leader, supervisor or manager, you are accountable for creating and maintaining a positive, harassment-free workplace, of acting in accordance with the prevention and resolution policy when matters arise, and must encourage your employees and members to resolve matters without fear of reprisal.**

### ROLE OF A RESPONSIBLE OFFICER

**As a Responsible Officer, you have overall managerial and leadership responsibility for ensuring that CAF members and employees work in a harassment–free workplace. You are responsible for overseeing harassment prevention in your organization. You are also responsible to promptly intervene to resolve any apparent situation of harassment that you become aware of, while remaining impartial, and ensuring that all persons involved in a situation or a complaint are treated fairly.**

FACE OF OPERATIONS

# OP NUNALIVUT: HIGH ARCTIC ADVENTURES

Snowmobiles are assembled and ready to be deployed with the Canadian Army.

PHOTOS: PO 2 Belinda Jerome-Inia

Locals tend to say that "Nothing is ever easy in the North". The services and infrastructure taken for granted in southern locations simply don't exist on sea ice and the tundra, and the simplest task can become almost insurmountable without sufficient preparation in the North.

Weather, geography and infrastructure are constant challenges in this harsh environment. The people who call this place home are tough and self-reliant – their margins of error are slim and in this part of the world small problems can quickly become catastrophic.

Members of 1 CRPG practice traditional Inuit games.

Two Canadian Rangers demonstrate Qamutik construction to soldiers from 3 PPCLI.

### OPERATION PLANNING

This is the reality of conducting operations in the Arctic. More than 200 soldiers, sailors, airmen and airwomen did just that April 1-22 – deploying on Operation NUNALIVUT 2015 (Op NU 15), an operation planned and commanded by Joint Task Force (North). Personnel deployed forward on this operation staged out of Cambridge Bay, Nunavut and pushed forward to the east and west of the isolated Arctic community.

A temporary camp was built near the site of the North Warning System (NWS) to provide accommodations for military personnel making up the operations and support component of Op NU 15. To build the camp, 41 metric tons of equipment had to be shipped north from Yellowknife and other locations further south. Twenty-five people worked for nine days to set up the camp; this included re-wiring a portion of the communications infrastructure at the NWS site.

### RCAF PARTICIPATION

Aircraft are integral to achieving success when conducting operations past the treeline and on sea ice. In the first week of the operation alone, 24 "chalks" or trips of CC-177 Globemaster and CC-130 Hercules aircraft were needed to move personnel and the nearly 22,680 kg of material required to support operations.

"It is great to see this all come together, we have certainly had our challenges as operating in the Arctic is unique, but everyone here has stepped up and overcome these issues and the result has been an excellent operation. I think everyone has left here with new skills and new appreciation of what it takes to successfully execute complex operations in the Arctic," said Lieutenant-Colonel John St. Dennis, Op NUNALIVUT commander.

### OTHER OP PARTICIPANTS

Op NU 15 consisted of three distinct activities. The first activity saw 1 Canadian Ranger Patrol Group (1 CRPG) conduct a sovereignty patrol in the Victoria Island area. The second activity consisted of the 3rd Battalion, Princess Patricia's Canadian Light Infantry (3 PPCLI) conducting two separate patrols running east of Cambridge Bay. Over 80 snowmobiles were moved by air into Cambridge Bay to be used by 3 PPCLI's soldiers on their patrol as their primary means of transportation.

The third activity consisted of ice diving operations between Parks Canada's underwater archeologists and Royal Canadian Navy divers on the sea ice in the vicinity of Victoria Strait, Nunavut. Despite challenges in weather resulting in multiple changes for the transport plan, the combined dive team and dive equipment were transported successfully to the location and diving was able to commence after a small delay in the schedule. These ice diving operations included a joint archeological effort over the site of the HMS Erebus during Op NU 15.

"We have provided support to scientific exploration where Royal Canadian Navy divers and Parks Canada underwater archeologists explored the wreck of the HMS *Erebus*. We have enabled soldiers from 3rd Battalion, Princess Patricia's Light Infantry to patrol over 500 kilometres of sea ice by providing food and fuel caches, as well as ice and weather forecasting expertise. And all of this has been supported by our Canadian Rangers from 1 Canadian Ranger Patrol Group – our watchers of the North. This year's Op NUNALIVUT is certainly one we will remember for years to come due to the historical significance of the dive on one of the long lost Franklin Expedition ships," said LCol St. Dennis. ◆

## OP IMPACT AIRSTRIKES BETWEEN APRIL 2-16

The strikes illustrated on this map were conducted by Canadian CF-188 Hornet fighter aircraft.

## CAF COMPLETES ITS COMMAND TENURE OF CTF-150

PHOTO: US Central Command

Canada handed over command of Combined Task Force 150 (CTF-150) to France on April 7 at a ceremony in Manama, Bahrain. This completes the second time Canada has commanded one of the Combined Maritime Forces' (CMF) multinational maritime forces in the greater Middle East region.

Outgoing Commander Combined Task Force 150, Commodore Brian Santarpia (left), rélinquished his command to Captain(N) René-Jean Crignola of the Marine Nationale during a formal change of command ceremony on board the French Ship Var.

"The partnership with Australia worked extremely well and built on our respective strengths and experience. Both of our navies excel at maritime security operations and have been able to share lessons learned and benefit from this co-operative arrangement," said Cmdre Santarpia. "Both our nations can be very proud of the outstanding work achieved during our command of CTF-150."

This deployment was part of Operation ARTEMIS, the CAF's ongoing contribution to counter-terrorism and maritime security operations across the Red Sea, Gulf of Aden, Arabian Sea, Gulf of Oman and Western Indian Ocean. CTF-150 is one of three multinational naval forces operated by CMF. Through maritime security operations, capacity building activities and regional engagements, CTF-150's activities deter and deny terrorist organizations from having the free use of the seas to conduct maritime attacks or to transport personnel, weapons or illicit contraband to fund their activities.

# JOINTEX 15: NATO'S LARGEST EXERCISE IN MORE THAN A DECADE

JOINTEX 15 is shaping up to be an exercise unlike any other for the Canadian Armed Forces (CAF) in recent history.

JOINTEX is a biennial Canadian national exercise designed to transform the way the CAF train, develop and learn to prepare for future operations. This iteration's design was inspired by the successes of JOINTEX 13.

"Every two years, we seek to exercise at a higher level that would include joint force elements from the Army, Navy, Air Force and Special Operations Forces," said Lieutenant-General Jonathan Vance, commander Canadian Joint Operations Command (CJOC). "We are able to bring experienced tactical forces that have learned how to work in complex operations commanded at higher levels and be able to contribute those forces to campaigns globally as required."

PHOTO: Bundeswehr/Sadrozinski

More than 800 participants from 37 nations took part in the NATO exercise TRIDENT JUNCTURE 15 Main Planning Conference in Ulm, Germany.

## PHASED APPROACH

The exercise takes place over three phases. The first phase, Crisis Response Planning (CRP), ran from December 2014 to April. Major-General Dean Milner, commander of 1st Canadian Division, and his team conducted collaborative planning with Joint Force Command (JFC) Brunssum in the Netherlands, the NATO headquarters responsible for the certification of the NATO Response Force 2016 (NRF 16). Within this phase, the Canadian Multinational Task Force headquarters was also stood up, with 100 CAF members augmenting the training and preparation for the second and third phases of the exercise.

"I put together a team that came from across the Canadian Armed Forces. It is a critical team to come up with a plan that we will use on the later parts of the exercise so it's absolutely critical," said MGen Milner.

The CRP phase took place at 1st Canadian Division Headquarters in Kingston, Ont. where strategic and operational planning was conducted using a NATO secret capability network, which allowed Canadian participants and their NATO counterparts to work from the same platform.

"This is a major success for the Canadian Armed Forces where we've stood up a NATO secret network. This demonstrates that we're well positioned both in terms of capabilities and knowledge to go into a complex distributed command post exercise," said Colonel Brian McPherson, exercise director. "When I look at the first phase, I am very happy with the outcome."

## PHASE 2: COMMAND POST EXERCISE

In September, the Command Post Exercise will begin for Phase 2. For the CAF, this phase will serve as a means to practice, evaluate and improve CAF capacity and ability to command joint, combined and integrated forces while conducting complex operations. The Canadian Multinational Task Force will be connected to JFC Brunssum and NATO's Joint Warfare Centre (JWC) in Stavanger, Norway, with more than 500 CAF personnel working hand-in-hand with JWC staff. The resulting plan will be put to the test in preparation for Phase 3, consisting of the Live Exercise (LIVEX) in Western Europe.

"It gives us the opportunity to bring all those personnel and exercise in an environment with a NATO partner under a NATO command structure. MGen Milner's team has the opportunity to train as we would fight," said Col McPherson. "The outcome will be such that our deployable headquarters will have the experience, knowledge and understanding of what it takes to operate within a NATO structure but also within a complex operating environment."

The contemporary security environment requires a joint response to common threats. Exercises such as TRIDENT JUNCTURE 15 (TRJE 15) bring NATO Allies together to reach a common effect on the ground when required.

Tens of thousands of soldiers, sailors, airmen and airwomen from more than 30 contributing nations are involved in the LIVEX phase of the exercise. The exercise uses a fictional scenario, where Canada and other international forces will deploy into an allied-nation that is threatened by an aggressor.

"It is an absolute clear signal that Canada is participating willingly and enthusiastically in NATO training and bringing Canadian Armed Forces to bear in a NATO exercise construct. It is incredibly important for us that the Alliance demonstrate the sophisticated capability through the NATO Response Force, and through nations such as Canada, the Alliance has the capability and the capacity to respond to a crisis, and this is just an expression of that," said LGen Vance.

TRJE 15 will showcase the increased level of ambition in joint, modern warfare for NATO and its partners. The exercise will take place simultaneously in Canada, Italy, Spain and Portugal. For Canada, this also demonstrates the transatlantic bond between North America and Europe and the continued US and Canadian commitment to the Alliance.

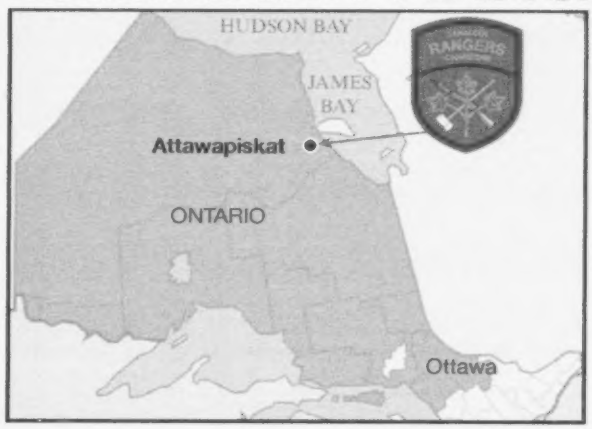
"It demonstrates our ability to train as an important partner in NATO. It shows our capability to deploy into a theatre of operation during the LIVEX then execute operations within a multinational structure," said Col McPherson.

The Canadian contingent will include other NATO capabilities including personnel from Italy, Portugal, Bulgaria, Georgia and the United States.

"It's going to be a multinational brigade," said Col McPherson.

The planning for JOINTEX has been a complex and lengthy process, but the effects of the first phase have already demonstrated the benefits of this type of exercise. Future phases throughout the year will continue to build on this momentum moving forward to create a lasting impact both nationally and within the Alliance. ◆

# CANADIAN RANGERS find lost hunters




Hunters Eli Mattinas and Louis Kamalatisit from Attawapiskat, a remote Cree community on the Ontario side of James Bay, set up camp and then went searching by snowmobiles for caribou in early April. While out hunting, they got caught in bad weather and became lost.

Out of fuel, with little food and unable to find their way back to their camp, they built a temporary shelter and waited for help in temperatures that dropped as low as -21°C.

They had a satellite phone but couldn't make a call, forcing them to spend two nights on the land. Finally, on their third day in the wilderness, they were able to reach a family member and ask for help, but were unable to give an accurate description of their location.

## CANADIAN RANGERS SEARCH AND RESCUE

Because the hunters' lives were in possible danger, the Canadian Army authorized the use of the Canadian Rangers from the Attawapiskat Canadian Ranger patrol to search for them. The Rangers were also joined by members of the Attawapiskat search and rescue organization and the De Beers mine company volunteered the use of a helicopter based at the Victor mine.

"When we landed they were laughing away," said Master Corporal Mark Sutherland. "They were just sitting by their temporary shelter and their fire, without any food or fuel. You could tell they were glad to see us."

This search for the lost hunters was a success as a result of a joint effort by Canadian Rangers, the community's search and rescue organization, and De Beers Canada Inc., which provided a helicopter and pilot.

"It was an excellent example of a community coming together and going to the aid of two of its members who were in distress, and with the help of De Beers who provided a helicopter so readily and quickly," said Lieutenant-Colonel Matthew Richardson, commanding officer of 3rd Canadian Ranger Patrol Group. "It was a good job by everyone involved." ◆

# The importance of PRIVACY AWARENESS

Many members of the Defence Team deal with large amounts of personal information while performing their duties and must be vigilant that this information is treated in accordance with the *Privacy Act*. Mishandling personal information places the Department and individuals at risk. **Privacy Awareness Week (PAW)** ran from May 3-9 and was a good opportunity to review the *Privacy Act*.

### DIRECTORATE ACCESS TO INFORMATION AND PRIVACY

The Directorate Access to Information and Privacy (DAIP) is responsible for the administration of the *Privacy Act* within the Defence Team. DAIP provides oversight on privacy matters, which includes privacy breach management and providing key advice and guidance to clients about Privacy Impact Assessments, Personal Information Banks and Privacy Notices. Contact DAIP regularly when personal information is a concern so that privacy becomes a normal part of your business activities.

### PRIVACY AWARENESS WEEK

The Office of the Privacy Commissioner of Canada is a partner of the Asia Pacific Privacy Authorities (APPA) forum which exchanges ideas on privacy, new technologies and the management of privacy breaches. PAW is an APPA initiative held each year to raise awareness of the importance of protecting personal information through public education activities. In honour of PAW 2015, DAIP would like to remind Defence Team members of the importance of managing the personal information under their control.

### LET'S GET BACK TO BASICS...

Basic Recruit Training or "Boot Camp" provides the initial indoctrination and instruction for all new military personnel. Basic Training is essential to teach core skills and knowledge in order to succeed in a military environment. It forms the foundation for all future learning.

Where privacy is concerned, we are faced with new considerations every day, from Facebook to biometrics and drone surveillance to internet surveillance. Things can get overwhelming unless we remember to go back to the basics and build upon a solid foundation.

### THE BASICS

- The Defence Team needs to access, collect, use, disclose and retain a great deal of personal information about our own employees and members, and about other individuals at home and abroad in order to do our job.
- The *Privacy Act* sets controls and restrictions on personal information within federal institutions.
- Each and every member of the Defence Team plays a vital role in protecting the personal information under their control.
- We must manage all personal information according to the *Privacy Act* at all times.

### BUT WHAT EXACTLY IS PERSONAL INFORMATION?

The *Privacy Act* defines personal information as "information about an identifiable individual that is recorded in any form." Test your knowledge by taking the "Back to Basics" Personal Information Questionnaire. Visit the DAIP intranet site **http://intranet.mil.ca/en/atip.page** for the answers to the quiz and for information and tools to help you manage the personal information under your control. ♣

## BACK TO BASICS!

**PERSONAL INFORMATION QUIZ?**

Read each question and decide if it is likely to be or to contain personal information.

1. **Identification numbers (e.g. SN, PRI, SIN)**
2. **Rank or classification (group and level)**
3. **Security clearance level of a position**
4. **Travel itinerary of a DND employee/CAF member**
5. **Employment start date with DND/CAF**
6. **Particulars of a person who sent a letter to the Minister**
7. **CPRR or PERs**
8. **Office address**
9. **Details of discretionary financial benefit (e.g. subsidized parking pass)**
10. **Opinions about a Defence program/activity given during employment**
11. **Your name on a document created in the course of employment**
12. **Résumé**
13. **Photograph of a DND employee/CAF member**
14. **Your salary range**

Responses can be found at: http://intranet.mil.ca/en/atip.page.

## KNOW YOUR ENEMY!

**HOW TO AVOID A PRIVACY BREACH**

### Know what personal information you have and where it's stored

Data inventories will help ensure you know exactly what personal information you need to protect.

### Know your vulnerabilities

Conduct risk assessments to identify weak points before a breach identifies them for you.

## ENCRYPT LAPTOPS, USB KEYS AND OTHER PORTABLE MEDIA

Use of encryption may reduce the impact of a potentially headline-grabbing privacy breach.

### Limit the personal information you collect

Collect only the minimum elements of personal information required for mandated programs and activities.

### Restrict and monitor access to personal information

Limit access to personal information to those who have a need to know and monitor access logs for unauthorized activity.

## APPLY SAFEGUARDS

Security 101... appropriate physical and technical safeguards are key to preventing unauthorized access.

### Complete basic training

Employees who understand their roles and responsibilities in protecting personal information can be one of your best lines of defence!

### Know what you can and can't do with personal information you hold

Refer to the applicable personal information bank in Info Source as your guide when using and disclosing personal information.

PRIVACY Awareness Week

For more details on these tips, visit the **DAIP intranet site at http://intranet.mil.ca/en/atip-paw.page** or contact us at **+ATIP Governance-Gouvernance AIPRP@Corp Sec DAIP@Ottawa-Hull**.

# NEW FEDERAL INFRASTRUCTURE INVESTMENTS PROGRAM AT DEFENCE

In late 2014, the government announced $5.8 billion in new investments over the next two years to build and renew infrastructure across the country. Defence's share was $452 million for repairs and upgrades to a number of its facilities, in order to better support operations, soldiers and their families, as well as the Reserve Force.

"This is a great opportunity to improve infrastructure at bases, wings and various other locations across the country. This investment will greatly help us in delivering many new infrastructure upgrades," said Jaime Pitfield, Assistant Deputy Minister (Infrastructure and Environment).

### CURRENT DEVELOPMENTS

The Federal Infrastructure Investments Program falls under the Director, Real Property Program Management. A program management office was established in January to provide oversight and is currently developing the program and overseeing its implementation.

At a March 18 kick-off event for the program, Susan Chambers, Director General Portfolio Requirements, took the opportunity to thank those who participated in the initial planning and development of the Treasury Board submission, which was approved in early February.

"We've accomplished a lot of work in a very short period of time. The Federal Infrastructure Investments Program will deliver 92 projects in approximately 80 locations across the country. Funding will flow has begun as of April 1 and will be spent over the next two years," said Ms. Chambers.

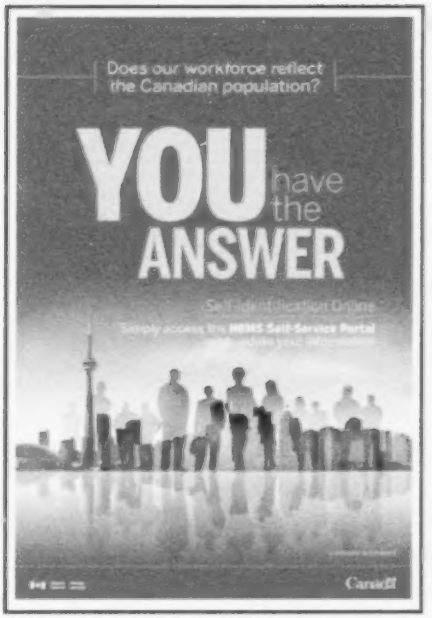
### PROGRAM BENEFITS

This program will significantly benefit the Defence Team by improving the condition of infrastructure across the country to better support operational requirements.

### PROJECTS WILL PROVIDE, FOR EXAMPLE:

- Over $100 million to repair, upgrade and construct new and existing Canadian Forces Housing Agency housing
- Construction and renovations of Heath Care Services Centres
- Rehabilitation of airfields across the country
- Repairs to CAF recruit training facilities, hangars and armouries

Projects have been announced in Halifax, Shearwater (N.S.), Cold Lake (Alta.) and Winnipeg. More announcements are planned in the coming months. Revitalized Defence infrastructure across Canada will provide the CAF with the facilities needed to support troops and military families, support the Reserve Forces, support operations at home and abroad, and also ensure the health and the safety of CAF members. ♣


Does our workforce reflect the Canadian population?
YOU have the ANSWER
Self-Identification Online
Simply access the HRMS Self-Service Portal
Canada

# ADM (Infrastructure and Environment) takes on all NAVAL REAL PROPERTY

**As part of the centralization of the department's real property portfolio, ADM(IE) hoisted in all the real property operations teams from the Royal Canadian Navy, the Canadian Army in British Columbia, and the Royal Canadian Air Force at 19 Wing Comox on April 1.**

**The IE team is currently transforming real property management at DND. A year from now, ADM(IE) will reach full operational capability (FOC) by merging the rest of DND's real property portfolio. This will assist ADM(IE) in building and managing an affordable, integrated DND real property portfolio, as well as to strive to deliver top quality services designed to support Canada's Armed Forces, and to promote environmental sustainability.**

**Reaching FOC by April 1, 2016 will consolidate national real property management and service delivery under ADM(IE), including over 3,000 dedicated, professional military and civilian infrastructure specialists. While most uniformed Military Engineers will remain organizationally with the CA or RCAF, ADM(IE) will continue to play the crucial role of enabling military engineering capabilities through domestic training for CAF operational employment across Canada and around the world.** ♣

An aerial view of DND property.

Construction workers make repairs to Defence properties.

Members of the MSOC project team Ken Latimer, (left), Dave Campbell, and Tom Fagan.

**THE INNOVATORS** profiles members of the Defence Team who have demonstrated front-line innovation and ingenuity in their work. Real-life stories illustrate the innovative ideas these groups and individuals had, those which have been implemented and the potential impact proposed new ideas may have on the Defence Team.

# TRANSFORMING MARINE SECURITY OPERATIONS

In the space of a moment, the screen lit up with thousands of green dots spread out over a map of the world, where satellite feeds displayed the position of ocean-going ships in near real time.

"This is every ship in the world, essentially," said Tom Fagan, the Business Transformation Manager for the Marine Security Operations Centres (MSOC) Project, under Assistant Deputy Minister (Information Management). He was almost nonchalant, as though being able to track the movements of all the world's merchant, fishing, and other types of vessels from a boardroom in the west end of Ottawa was a completely reasonable expectation.

*"We might be briefing on a drug interdiction. We work with the RCMP and CBSA, and depending on the nature of an incident, we work as a taxi driver to get the response teams where they need to be."*

*Tom Fagan*

This technological feat is made possible by the Vessel Selection System, part of a suite of innovative web-based tools that members of the MSOC Project team have introduced to analysts working at the two coastal centres in Esquimalt and Halifax.

"The MSOCs are part of marine security, and part of national security," stated Ken Latimer, Project Planning and Control Manager for the MSOC Project. "And they're one of a kind – we have multiple partners working together across government."

With DND acting as the lead, the MSOC Project involves four other partner departments: Canada Border Services Agency, the Department of Fisheries and Oceans (including Canadian Coast Guard and Fisheries Conservation and Protection personnel), the Royal Canadian Mounted Police and Transport Canada.

Put simply, the representatives from the five partner organizations work together to monitor Canada's coastlines from possible maritime threats. And because of the dedicated efforts of the MSOC Project team, they are now equipped with the most sophisticated tools available.

## THE FRONTRUNNERS IN 'AGILE' DEVELOPMENT WITHIN THE GOVERNMENT

Before the MSOC Project team supplied them with cutting-edge tools, analysts at the coastal centres used much more humble instruments to share intelligence gleaned from their sources: pen and paper, to be exact. But with the roll-out of the new toolset came a new era of information sharing.

"The tools are part of an information portal that allows them to collaborate with each other. If they're working on a maritime threat, they can pool their resources and take the best information from their respective sources, combine it all together to form an assessment, and recommend a course of action up their respective chains of command," explained Dave Campbell, MSOC Project manager.

In total, five tools were developed by the MSOC project team, allowing analysts to perform risk assessments, risk analysis, and workflow, resource, and case management of maritime incidents.

While certain solutions were developed using in-house expertise, others required the use of commercial off-the-shelf products that were subsequently tailored to meet the analysts' unique demands and requirements. One of the highly customized tools was the Maritime Interest Management Integrated Tool (MIM-I).

"It's the heart, it's the core," said Mr. Latimer. "The MIM-I allows workflow and resource management, as well as case management. When it comes to a maritime incident, they can determine: When did it happen? Who is the lead? Who's going to do what?"

To ensure the tool suite would be usable and effective for analysts, the MSOC Project team sought user input and feedback at several stages during the development process. This way of operating is referred to as agile development.

"We built the tool suite based on what the analysts told us," explained Mr. Campbell. "For each release, we'd give it to them, and let them play with it. Then they would tell us what changes and new features they wanted, and we'd incorporate them in the next version."

"After seeing a demonstration in October, Madame Corinne Charette, Chief Information Officer for the Government of Canada, said that we should be considered as the poster child for agile development within the GoC," added Mr. Campbell.

Clearly, for the MSOC team, innovation is not limited to the technological solutions they deliver, but runs through every element of their work, from the development process to the end product.

## STATE-OF-THE-ART COLLABORATION TO RESPOND TO MARITIME INCIDENTS

With all these tools now in place, just what can an MSOC analyst accomplish? "Well, as an example, analysts can use the program to say 'Give me an indication if there are two ships staying within a certain proximity of each other for an extended period of time' – as if they're transferring something. The tool is also continuously combing through data on all the ships out there, and based on different risk assessment models that the analysts have developed, flagging ships that potentially represent the highest risk to Canada," explained Mr. Campbell.

From a security and law enforcement perspective, maritime incidents that might require the use of this information include drug interdiction and illegal migration. Within the fisheries portfolio, this information can be used to ensure that Canada's exclusive economic zone – an area 200 nautical miles from the Canadian coastline – is preserved from illegal encroachment by foreign fishing vessels.

While many of these capabilities seem geared towards supporting the mandates of the other partner organizations, DND/CAF has an important role to play in responding to marine threats, beyond developing and managing the centres themselves.

"We might be briefing on a drug interdiction. We work with the RCMP and CBSA, and depending on the nature of an incident, we work as a taxi driver to get the response teams where they need to be," said Mr. Fagan, referring to the support the Navy provides in transporting teams to the site of maritime incidents.

But writ large, the MSOCs and their tremendous capabilities help the Defence Team prepare for the future by contributing to defence readiness and serve as an unequalled example of inter-departmental co-operation. ◆

Tom Fagan works on the new information portal.

# Canadian Private found 70 Years after his death

Private Albert Laubenstein's relatives thought his remains were lost forever. Imagine their surprise upon learning he had been discovered, 70 years later, in June 2014 by a metal detector hobbyist on the southern bank of the river Maas near Sprang-Capelle, the Netherlands.

Pte Laubenstein, a Canadian soldier from Saskatoon, Saskatchewan, was killed on January 26, 1945 in the Second World War's Battle of Kapelsche Veer in the Netherlands. His body was interred with care in a battlefield grave which could not be located at the end of the war. He was one of 50 fatal casualties suffered by the Lincoln and Welland Regiment during the battle and was 30 years of age at the time of his death.

The Directorate of History and Heritage's Historic Casualty Identification team, along with Royal Canadian Dental Corps' forensic dentists and auxiliaries which both fall within Military Personnel Command, played key roles in identifying Pte Laubenstein's remains. The work was done in co-operation with the Recovery and Identification Unit of the Royal Netherlands Army. Pte Laubenstein's identification resulted from a combination of dental records, historical context and artefacts, including the ribbon from his Canadian Volunteer Service Medal (1939-1943 Star), eight 9 mm cartridges, and a silver signet ring. The ring had a G shaped indentation and is likely an heirloom from Pte Laubenstein's father, George, who died in July 1942.

The Historic Casualty Identification team and the Royal Canadian Dental Corps', when required, are typically called upon to use historical and scientific research to positively identify suspected Canadian wartime remains. The ultimate goal is always to properly lay to rest those who have made the ultimate sacrifice for our country.

For more information please visit the Identification Process for Pte Laubenstein on the **forces.gc.ca** website. ♣

OPERATION SIRONA
CANADIAN ARMED FORCES MEDICAL TEAM
CAF has provided three rotations of up to 40 personnel
British Army Medical Services Training Centre
Strensall, UK
Advanced training on Personal Protection measures and cultural awareness
New clinical staff rotated in every 2 months, since December 20, 2014
Kerry Town Treatment Unit
The Task Force works with UK military partners to treat local and international health care workers exposed to the Ebola virus disease (EVD)
#OpSIRONA #FightEbola

# Assisting on OP SIRONA

Since December 2014, the CAF, as part of Canada's commitment to the global efforts to fight the spread of the Ebola virus, has provided a Task Force of up to 40 personnel, including health care providers and support staff, to augment the team of British military medical personnel operating at the Kerry Town Treatment Unit in Sierra Leone.

"All Canadians should be tremendously proud of the work of their military medical personnel fighting Ebola in Sierra Leone. Although they underwent the best possible training in the United Kingdom, I saw first-hand in Kerry Town the intense physical and psychological stresses they endure in treating infected patients and helping prevent the spread of this deadly contagious virus. Their integration with British forces is not only supporting a stronger synergistic bi-national response, but is also strengthening our friendship and medical interoperability with one of our closest allies," stated Brigadier-General Jean-Robert Bernier, Surgeon General. ♣

# COMMITTED TO SUPPORTING employees' mental health

Mental illness is a challenging and complex topic for both those who battle it and those who treat it. According to the 2013 Sun Life Financial statistics, 44.8 per cent of disability claims in the Federal Public Service were categorized as mental illness, while at the Department of National Defence, it represented 30.7 per cent.

In order to address this, it is important that Defence Team managers be equipped with the tools they need to be able to recognize the signs of mental illness in their employees and effectively provide support concerning well-being in the workplace.

## MENTAL HEALTH IN THE WORKPLACE FOR MANAGERS COURSE

Because DND is committed to supporting the mental health of its employees and believe in the importance of it, the Director of Diversity and Well-Being (DDWB) have launched an online course which focuses on building awareness of mental health in the workplace, as well as enhancing managers' competencies and greater ability to support and manage their employees when dealing with those issues. The Mental Health in the Workplace for Managers course, accessible on the Defence Learning Network, provides managers with the skills they need to identify barriers to seeking treatment, recognizing behavioural signs of mental health issues and specifying the impact of mental health issues on the work environment.

Participants are offered useful workplace tools and guidance to support employees suffering from a mental illness, and to maintain their own mental health. This curriculum has been adapted from the existing Canadian Armed Forces training, and was developed in partnership with CAF social workers and representatives from across Defence.

All employees are encouraged to download the *Road Map to Optimum Mental Health* booklet which provides civilian employees with simple and quick-reference tips, tools and resources to effectively maintain their mental health and well-being at: **hrciv-rhciv.mil.ca/assets/HRCIVIntranet/docs/en/road-map-to-optimum-mental-health.pdf**. ♣

MENTAL HEALTH WEEK

# THE CHIEF OF MILITARY PERSONNEL ON MENTAL HEALTH WEEK

Canadians across the country are learning, talking, reflecting and engaging one another on issues related to mental health and mental illness as part of the Canadian Mental Health Association's 64th Annual Mental Health Week, which was marked from May 4 to 10.

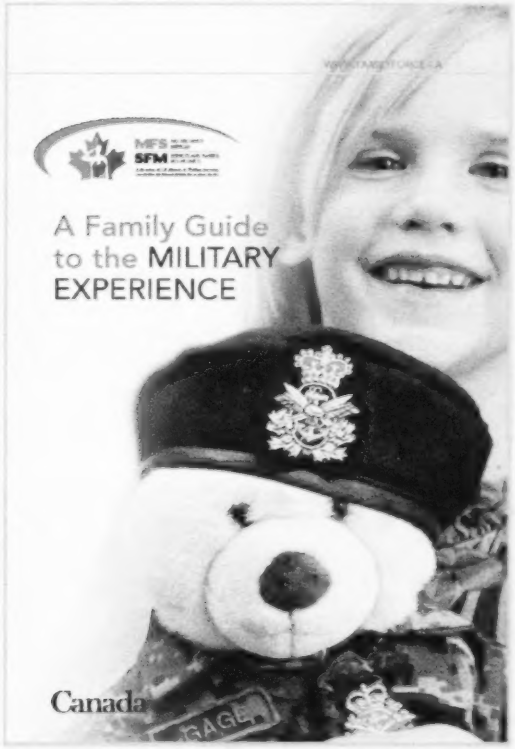
Over the last two years, I have had the honour to serve as the Chief of Military Personnel. My role has afforded me a special opportunity to fully appreciate the CAF's greatest asset: our personnel and their beloved families. Although dedicated and resilient, life in the military presents many unique challenges and they are not immune to mental illness. That is why we in the CAF must continue to be a part of the mental health conversation, continuing the battle against stigma and ensuring that our people and their families know that there is help and where they can find it.

Therefore, I hope you find the following articles valuable and informative. Beyond mental healthcare, we have also included a few other pieces related to some of the diverse areas for which Military Personnel Command is responsible. ◆ (see page 9)

*—LGen David Millar, Chief of Military Personnel*

LGen David Millar, Chief of Military Personnel, greets CAF medical personnel as they board a flight to the UK on January 28.

Op SIRONA is the military component of the Canadian whole-of-government contribution to fighting the Ebola outbreak in West Africa. (page 9)




## A Family Guide to the Military Experience

Download the latest Family Guide to the Military Experience for a listing of the range of programs and services that support military families in planning and preparing for the lifestyle associated with service to the Canadian Armed Forces.

Available at: **www.familyforce.ca.**

# FOCUSSING ON MILITARY FAMILIES

Deployment, relocation, long/irregular work hours and personal risk are just some of the more common stressors of military professions. The associated pressure is not only felt by CAF members themselves, but also by those closest to them; their families. The CAF recognizes that even the most resilient military families may experience mental health challenges. As a follow up to Mental Health Week, we are highlighting some of the various programs and services that exist to support military members and their families. Military families need to know that they are not alone.

- **Military Family Resource Centres:** Provide military families with information, resources and services in local CAF communities. **www.familyforce.ca/EN/Pages/map.aspx.**
- **24/7 Family Information Line** at 1-800-866-4546. Available to military families 24 hours a day, seven days a week. It offers confidential, personal and bilingual assistance and referrals for all military families, regardless of where they live and what questions or concerns they may have.
- **You're Not Alone:** A downloadable guide for connecting military families to mental health and social wellness programs. **www.familyforce.ca/EN/Pages/default.aspx.**
- **The Mind's the Matter:** Interactive online videos help youth and family members who are living with someone who has an Operational Stress Injury (OSI). Looking at real-life scenarios, it provides facts, tips for communicating, and ways to cope. **www.familyforce.ca/EN/Pages/OSI.aspx.**
- **Connecting CF Youth:** An online resource for youth addresses the unique challenges of being the child of a CAF member. Whether they are getting ready for a move, adjusting to a new location, or dealing with a parent being away on deployment, this website provides helpful information through games, videos, and links geared specifically towards youth. **www.familyforce.ca/EN/Pages/Youth.aspx.**
- **HOPE Program (Helping our Peers by Providing Empathy):** This bereavement network connects the families of deceased CAF personnel and veterans. It provides confidential peer support by trained volunteers to military families during their time of need. **www.familyforce.ca/sites/shouldertoshoulder/EN/peersupport/Pages/HOPE.aspx.**
- **Operational Stress Injury Social Support Program:** Provides confidential peer support and social support to CAF personnel, veterans, and their families affected by an operational stress injury resulting from military service. **www.osiss.ca/eolindex.html.** ◆

*"We had a traumatic event happen within our family yesterday and although I am usually extremely resourceful and efficient, my mind was numb when I got some disturbing news. I called the Family Information Line and the counsellor I talked to recognized my needs and helped me with prioritizing the steps I needed to take. She gave me all of the info I needed to act quickly and was a light at the end of a very dark tunnel. Even if all you need is to just have someone listen to you, they are there and they are wonderful."*

– Military family member

# EXERCISE YOUR MUSCLES BENEFIT YOUR BRAIN!

Most Canadians understand that regular exercise is essential for keeping their bodies fit and healthy. Unfortunately, what many people don't realize is that regular exercise also offers their brains a huge number of benefits. In recent years, scientists have been researching to determine how much regular exercise really can boost brain function. What they have discovered is that regardless of your age or fitness level, studies consistently show that making time for exercise provides some important mental health benefits.

The great thing about the mental health benefits of exercise is they don't take nearly as long to achieve as the physical benefits. It can take months – to years of dedicated training to develop an efficient heart, to build powerful biceps, muscles or to strengthen your core. On the other hand, benefits such as stress reduction and mood improvement can occur almost immediately after exercising – a phenomenon that runners call the "runner's high".

One of the most commonly asked questions concerning exercise and mental health is "How hard and how often do I have to exercise to get those benefits?" Well, the good news is that these benefits have been shown to occur in people who walk as little as 30 minutes/day – three times a week. You don't even have to do all 30 minutes at the same time – you can break it up into three x 10 minute walks. As with most things in life, too much of a good thing can be bad for you. People who train too hard, too often or for too long can actually find that overtraining will hurt rather than help their mental health.

Despite all of the research that has been done on this topic, we still don't know exactly how exercise promotes mental health. One of the most popular theories is that exercise releases a number of "feel good chemicals" into the brain. These chemicals include such things as serotonin, dopamine and nor-epinephrine. Other studies have shown that inflammation has a negative effect on mental health and sensible levels of exercise have an anti-inflammatory effect on the body. In the end, they will most likely discover that exercise promotes mental health through a variety of different mechanisms.

Regardless of the mechanism, it is very clear that regular exercise has a lot to offer every member of the Defence Team – mentally and physically. So the next time you are having trouble motivating yourself to do a workout – try reminding your brain of all you will gain whenever you train. Exercise truly is medicine. ◆

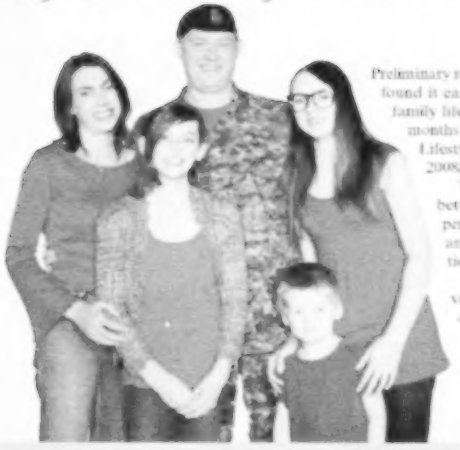
Dr Darrell Menard
MD Dip Sport Medicine

**MENTAL HEALTH BENEFITS OF EXERCISING**

- Improved mood
- Improved memory
- Decreased fatigue
- Enhanced learning capacity
- Increased energy
- Improved self-esteem
- Better problem solving
- Improve sleep quality
- Reduced stress
- Increased confidence
- Reduced anxiety
- Distraction from your worries
- Improved concentration
- Improved self-image
- Increased creativity
- Increased stamina

# HOT OFF THE PRESS!

## Preliminary CAF Health and Lifestyle Survey Results



Preliminary results suggest that Regular Force personnel found it easier to adjust to work (57% vs 48%) and family life (57% vs 48%) upon reintegration three months post-deployment in the 2013/14 Health and Lifestyle Information Survey (HLIS), than in the 2008/09 HLIS.

This difference could be due, in part, to better mental health programs supporting personnel through every phase of deployment, and/or to a decrease in CAF combat operations between the two survey cycles.

The HLIS is the only comprehensive survey that collects information on the health of Canadian Armed Forces personnel and their satisfaction with currently available programs and services. It is conducted every four to five years. ◆

*"The efforts made by the CAF leadership to reduce stigma and other barriers to care have really made a positive impact on the willingness of CAF members to openly speak about their mental health experiences and to come forward for care. Although we still need to continue our efforts, the CAF has become a leader in Canada for its holistic approach to mental health and in stigma reduction."*

— Col Andrew Downes, CD, MD
Director Mental Health, Health Services Group
Headquarters

## MILITARY FAMILIES' VOICES MATTER

**A new initiative has been created to help the CAF serve military families better. CAF leadership wants to hear from its families directly and they have created a mechanism to do just that.**

**Military Family Services has introduced the Military Family Panel Process to encourage discussion with families about the challenges they face as military family members. Families can also connect via the Family Information Line at 1-800-866-4546 or via e-mail at: myvoice@familyforce.ca.**

**If you or someone you know is part of a military family, please encourage them to join the conversation!**

## MENTAL HEALTH CONTINUUM

The Mental Health Continuum is a key component of the Road to Mental Readiness (R2MR), the CAF's unique program which includes both resilience and mental health training. R2MR is delivered throughout CAF members' careers, including during the deployment cycle. The Continuum is a useful self-assessment tool that can be used by CAF members and their families at any time. Recently, the R2MR program is preparing to integrate training components specific to special operations forces and search and rescue specialists. ◆

F A Q

# Ask the Expert:

## To stretch or not to stretch? That is the question.

**Q:** Staying physically fit is an important priority for me. I always do a stretching routine before I exercise because my high school basketball coach told our team stretching would reduce our risk of injury. I sometimes spend as much as15 minutes of my workout stretching and wonder if this is really necessary. Has stretching before workouts been shown to reduce the risk of injury or I am just wasting valuable training time?

*— MWO Thomas*

**A:** Dear MWO Thomas:

First of all, congratulations on making physical fitness a priority in your life – this will pay you back in dividends throughout your lifetime. Unfortunately, while stretching before you exercise often feels great, there is no clear scientific evidence that regular stretching reduces your risk of injury. A lot of people, including elite coaches, exercise physiologists, physiotherapists and sport medicine physicians, were surprised to hear this research finding.

What the science does show is that doing an active warm-up, and more importantly a sport-specific warm-up, is an effective injury reduction strategy. This type of warm-up increases the blood flow, temperature and elasticity of your muscles and tendons, preparing them to work more effectively and to better handle the stress they will experience during your workout. Warm-ups should be done gradually and are most effective if they involve similar movements to what you will be doing. For example, light jogging for 10 minutes is a much better warm-up for soccer than swimming would be.

There is nothing wrong with continuing your stretching routine, but I would recommend you always do an active warm-up before you exercise. Stretching can truly be done any time of the day – before your workout, after your workout or even while you are watching your favorite TV show. I also recommend you don't bounce when you stretch – go down smoothly and hold your stretches for 30 seconds or more.

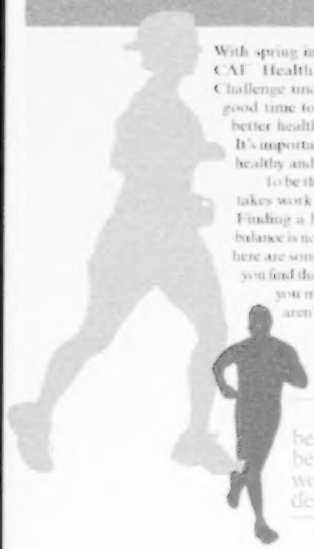
Only stretch to the point that you feel moderate muscle tension. If you stretch to the point of feeling pain – you are going too far.

The bottom line: you are better off doing an active sport-specific warm-up before you exercise and putting less emphasis on static stretching. While this may be a bit of a stretch for you, I do hope you eventually warm-up to this new approach to training. Exercise is medicine!

— Dr. Darrell Menard MD Dip Sport Med

For more information on taking control of your health and well-being, visit Strengthening the Forces.

# SPRING INTO GETTING HEALTHY



With spring in the air and the CAF Health and Wellness Challenge underway, this is a good time to hit the road to better health and getting fit. It's important to keep fit, eat healthy and enjoy life!

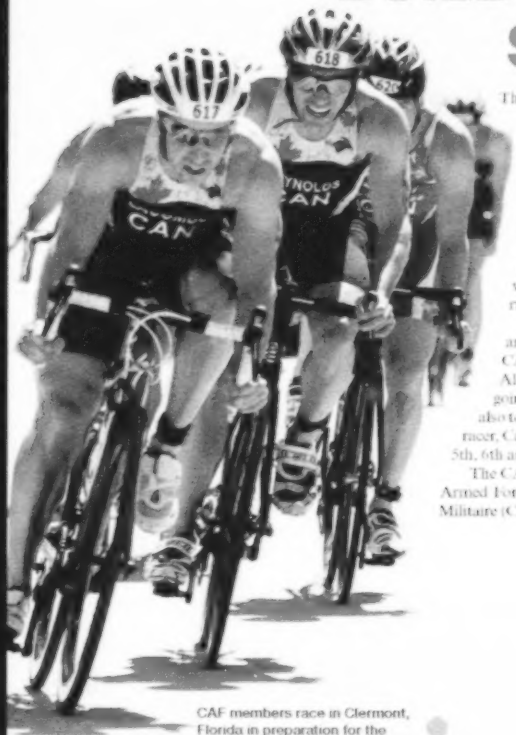
To be the best you can be takes work and dedication. Finding a healthy work/life balance is not always easy, but here are some fun tips to help you find that balance and get you motivated – if you aren't already.

> To be the best you can be takes work and dedication.

### HEALTHY LIVING TO-DO'S:

1. Schedule time in your calendar for daily physical activity.
2. Buy a new journal.
3. Set up a meal planning board in your kitchen, for example, a chalk board.
4. Pack your gym bag.
5. Make sure you have a reusable water bottle.
6. Think about what motivates you – write it down in your new journal!
7. Find a fitness buddy.
8. Clean out your car from smoke and/or stinky hockey gear.
9. Get your bike tuned up.
10. Borrow a pedometer from your local Health Promotion office.
11. Download a healthy recipe app on your Smartphone.
12. Schedule some screen-free time.
13. Buy some non-alcoholic mocktails or make your own.
14. Dust off your spring/summer safety gear (helmet, elbow and knee pads).
15. Clean up your fridge and make space for lots of veggies and fruit.
16. Make space on your desk for a water bottle and healthy snacks.
17. Sample a vegetable or fruit you have not eaten before.
18. Say "no" to that second beer with your friends.
19. Set reminders in your e-calendar for healthy resolutions (i.e. drink water, buy veggies/fruit, attend a yoga class, meet a friend for coffee).
20. Congratulate yourself on getting motivated.

# BUILDING TOWARDS SOUTH KOREA




CAF members race in Clermont, Florida in preparation for the 6th World Military Games to be held in South Korea in October.

The 2015 race season is off to a good start for the CAF High Performance Triathlon Team, as the team gathered in early March, in Clermont, Florida to prepare for their first race.

The training week in Florida was to gain experience working as a team in preparation for the 6th World Military Games in South Korea this year.

What's interesting is working as a team in an individual sport. Elite military triathlon is 'draft legal' which means athletes are allowed to work together during the bike portion of the race, much like the peloton in the Tour de France. During the triathlon, working with teammates protects or saves the legs of your fastest runner to give them a chance at the podium.

More than 50 individuals were on the start line for the women and men's race. There were many challenges, but in the end the CAF men's team swept the podium, with gold going to Cpl Alexandre Boule, Silver to Captain David Lacombe and Bronze going to Capt Philippe Reynolds. Following them, the CAF men also took most of the top 10 spots. Gold was also won by CAF female racer, Captain Lesley Quinlan, with the rest of the female team placing 5th, 6th and 7th.

The CAF team will race in Chicago in October against the American Armed Forces in preparation for the The Conseil International du Sport Militaire (CISM) World Military Games this October.

KEEPING THE DEFENCE TEAM **HEALTHY**

# NEW CAF DENTAL SHELTER ARRIVES

The Royal Canadian Dental Corps (RCDS) recently celebrated 100 years, highlighting its contributions to CAF missions over the past century.

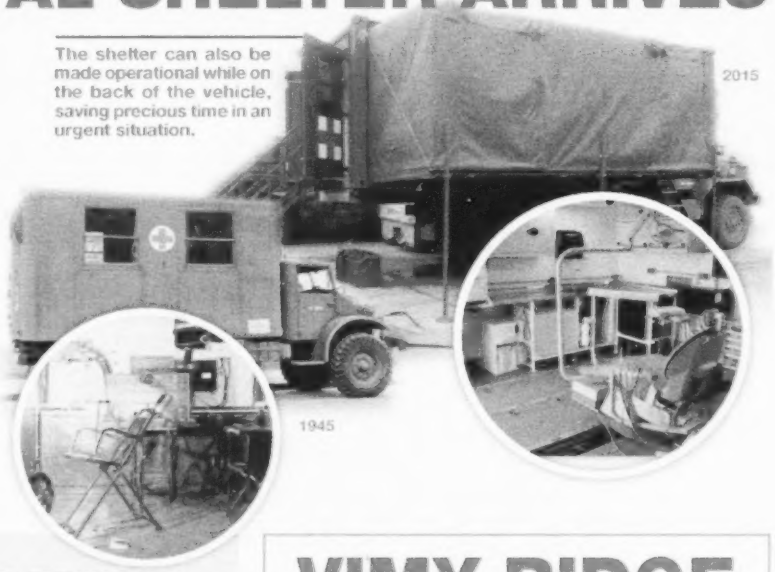
Since its creation during the First World War, the RCDC now enters a new century of service as deployed dentistry reaches a new milestone with the arrival of the dental shelter variant for the new Medium Support Vehicle System (MSVS).

The concept for the MSVS project is to deploy various sea container-sized shelters that will expand horizontally once set in place on the backs of the CAF's new logistics vehicles. An added bonus is the dental shelter takes only an hour to deploy from the back of its platform and set up, either on its own or as a part of a larger healthcare facility. The shelter can also be made operational while on the back of the vehicle, saving precious time in an urgent situation.

The new shelter is extremely manoeuvrable, can deploy throughout the world and operate in almost any environment. The 17 dental shelters being sent to 1 Canadian Field Hospital and the Canadian Forces Health Services Training Centre will ensure that deployed Canadian soldiers, sailors and air men and women will be able to receive the best dental care possible, in keeping with the RCDC's field traditions.

In May, the first units will be available for performing dental treatment during deployed operations. The dental shelter is an impressive piece of equipment; bright and spacious compared to the current equivalent shelter. The unit also houses the same equipment as a modern dental clinic.◆

The shelter can also be made operational while on the back of the vehicle, saving precious time in an urgent situation.




# ABORIGINAL PEOPLES IN DEFENCE: TWO SPECIAL CELEBRATIONS

During the past 20 years, the Defence Aboriginal Advisory Group (DAAG) has influenced the creation of valuable initiatives, directives and programs, such as influencing changes to the dress regulations.

During Aboriginal Awareness Week (AAW), held May 19-22, the Defence Team will take the opportunity to celebrate the DAAG's 20th anniversary, when Lieutenant-General Marquis Hainse, Commander Canadian Army and Defence Champion for Aboriginal Peoples, will host a national event in Ottawa.

Bases across the country are planning AAW ceremonies, events and activities that offer a great opportunity to learn, share and showcase the rich history and highlight the diversity of cultures, traditions values of the First Nations, Inuit and Métis Peoples.

## DAAG'S ROLE

The DAAG provides advice and information to the Defence Team on issues and trends affecting Aboriginal people serving in the CAF and at the DND, towards the effective implementation of Employment Equity. It is a forum for Aboriginal peoples to gather and support one another as they exercise their unique cultural, spiritual and traditional identities within Defence.

"My experience as a member of the DAAG is very fulfilling," said Steve Morrisey, National Civilian Co-Chair of the DAAG. "I invite the DND and CAF communities to get involved with their advisory groups. It is a very rewarding experience."

DAAG has also laid the groundwork for the three CAF youth experience programs for Aboriginal Peoples: the Aboriginal Summer Programs (Raven in Esquimalt and Black Bear in Gagetown), the Canadian Forces Aboriginal Entry Program and the Aboriginal Leadership Opportunity Year at the Royal Military College of Canada.

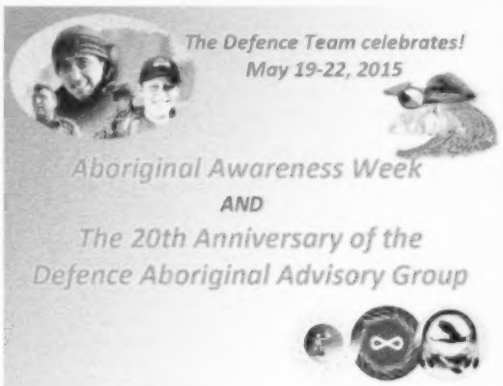
These programs were created to give Aboriginal peoples across Canada the opportunity to work and train with the CAF, experience the military lifestyle, and learn new skills. Following the completion of these programs, participants have the choice of joining the CAF or returning to their communities.

**"Over the years, the DAAG has become so much more than just an advisory group, it has become a community."**

**— Steve Morrisey, national co-chair of DAAG**

All members of DND/CAF, regardless of ethnic origin, are welcome to be members of the Defence Aboriginal Advisory Group.

"I am very proud to be the Defence Champion for Aboriginal Peoples and delighted to congratulate the DAAG on their 20th anniversary," said LGen Hainse. "The traditions and values of Canada's Aboriginal Peoples contribute greatly to our nation's historical and cultural diversity, as well as to the Defence Team. The DAAG offers valuable guidance to senior leadership to promote and create a fair, equitable and inclusive working environment for all members of the Defence Team."◆




# VIMY RIDGE 98th ANNIVERSARY

A Vimy Ridge wreath sits at the base of the National War Memorial during the Veterans Affairs Canada 98th Anniversary of the Battle of Vimy Ridge ceremony held on April 9 in Ottawa.

The Battle of Vimy Ridge marked a turning point in the history of Canada as it was a crucial military victory. It was fought as a diversion to lead the Germans away from the area where, in 1917, the French army was preparing to launch its primary offensive.

Despite the victory, Canada suffered heavy losses at Vimy, with over 10,062 casualties, including 3,598 dead. In the long-term, however, the Battle of Vimy Ridge will stand as a symbol of a new era for Canada as a nation, when the four Canadian divisions composed of men from coast to coast attacked as one.

Brigadier-General A.E. Ross declared after the war: "In those few minutes I witnessed the birth of a nation."

Every year, on April 9, communities across Canada remember the soldiers who fought at Vimy Ridge.

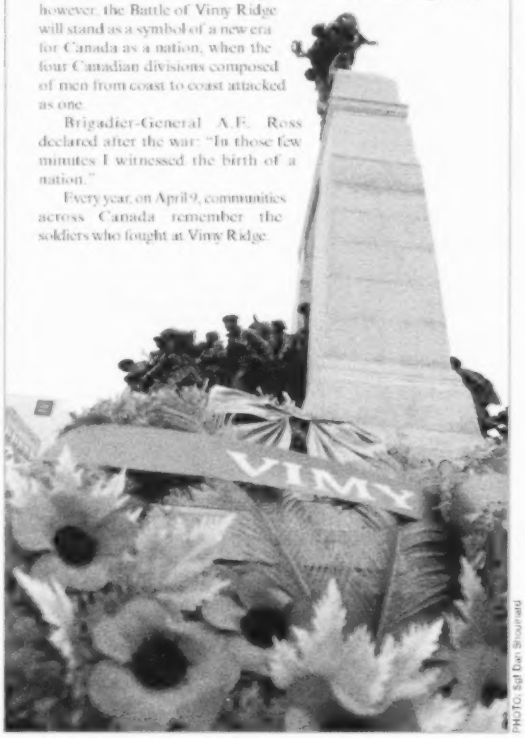



PHOTO: Sgt Dan Shoumatoff

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

## Defence Ethics Programme

### Ethically, what would you do?

### The Swim Club Coach

One day, Captain Jones accidently happened to spot one of her military subordinates, Corporal Smart, coaching in the daytime at the local swim club.

A couple days later, Cpl Smart put in a request for a sick day corresponding with the day of the coaching session. When Capt Jones made some discreet inquiries with trusted colleagues in the office, she learned that it's common knowledge, except to the Captain, that Cpl Smart has been moonlighting for a while.

Though the rest of the office wasn't aware Capt Jones didn't know of the moonlighting, they were also under the impression she'd had authorized it. As a result of her questioning, it has now become apparent to some in the office that Capt Jones wasn't consulted by Cpl Smart.

Capt Jones knows that Cpl Smart has three younger children and his wife recently left him, leaving behind some serious debts due to her gambling problem. Aside from this misdeed, Cpl Smart is a good person, well-liked and respected by his colleagues and hardworking when on the job.

**WHICH ONE OF THE FOLLOWING WOULD YOU CHOOSE TO DISCUSS WITH CPL SMART AND WHY?**

1. Initiate a summary trial and impose commensurate discipline upon a finding of guilt.
2. Advise Cpl Smart that if he quits the coaching job immediately all will be forgotten.
3. Offer to authorize retroactively the outside employment, while warning Cpl Smart of the full penalties in the event of further misuse of sick leave.
4. Try to find out why Cpl Smart didn't do this the right way, but leave the rest to his discretion. He is a great guy, he is in a very tough spot, and he will know what to do next.
5. None of the above, because there is a different and better solution, which is...

Reader feedback is welcome at: **+Ethics-Ethique@ CRS DEP@ Ottawa-Hull**, as well as suggestions for future scenarios.

# CHANGES TO *MAPLE LEAF* DISTRIBUTION

In the coming months, there will be changes to the distribution of *The Maple Leaf*. Internal Department of National Defence (DND) and the Canadian Armed Forces (CAF) readers will not be affected and will continue to receive both their print and online editions, but readers outside of Defence will no longer receive the print edition starting in July 2015.

*The Maple Leaf* is a communications tool tailored to meet the needs of internal Defence audiences and these changes will increase efficiency of Departmental resources.

As an alternative, readers external to DND may subscribe to the external stakeholder e-newsletter, *Defence Connexion* to continue to stay current with Defence news and issues. Many of the stories included in *The Maple Leaf* are also included in *Defence Connexion*.

*Defence Connexion* is an external stakeholder e-newsletter produced by the Public Affairs Branch of DND/CAF. Each month, this e-newsletter aims to inform and engage Canadians on Defence issues and develop a knowledge and understanding of the CAF.

To subscribe, visit **http://www.forces.gc.ca** and scroll down to the bottom of the screen where the *Defence Connexion* button is located in the "Featured" area. Just click "subscribe" and fill in your information. ♣

# NATIONAL PUBLIC SERVICE WEEK 2015: JUST AROUND THE CORNER!

Each year, one week in June is designated National Public Service Week (NPSW) when we take pride in and recognize the Public Service of Canada. This year's theme, "Proudly Serving Canadians" will be celebrated June 14-20.

Since its launch in 1992, NPSW has celebrated the work and achievements of the Public Service of Canada. NPSW continues to play a part in ensuring Canada has the most highly respected public service in the world. It serves to highlight and recognize the tremendous contributions, accomplishments and the positive role of the men and women of the Public Service.

In their day-to-day work, public servants demonstrate excellence in serving Canadians, while reflecting the values, ethics and priorities of the federal public service.

Throughout the week, activities will be organized to ensure that together we can celebrate our work and show our pride in serving Canadians. For more information, visit: hrcv-rhciv.mil.ca. ♣

## WHAT DOES NATIONAL PUBLIC SERVICE WEEK MEAN TO YOU?

**Each year, members of the Defence Team celebrate National Public Service Week, but we want to hear what this week means to you.**

**YOU**

**We're asking all members of the Defence Team (both military and civilian), to send short testimonials to: +Internal_Communications_Internes@ADM(PA)@forces.gc.ca explaining what NPSW and pride in public service means to them. Some of these testimonials will be featured in the June edition of *The Maple Leaf*, as well as on the Defence Team intranet site (dt-ed.mil.ca).**

# THE CANADIAN FORCES MARITIME WARFARE CENTRE DEMONSTRATES SIMULATION

**The Canadian Forces Maritime Warfare Centre (CFMWC) had the opportunity to highlight the centre's various functions with Lieutenant Governor of Nova Scotia J.J. Grant, during his recent visit. Mr. Grant is a retired brigadier-general.**

**The tour covered a broad range of initiatives such as underwater tactical development, the Canadian Forces Joint Arctic Experiment (CAF JAE), and Maritime Theatre Missile Defence. The Lieutenant Governor was also invited to visit the Maritime Warfare Development Lab for a demonstration of the world-class modelling and simulation capability within CFMWC through graphical displays of scientifically-based torpedo defence models in 2D and ship air defence models in 3D.**

# Battle of the Atlantic:

## Honouring our past... Charting our future

Every year on the first Sunday in May, Canada and the Canadian maritime community commemorate the longest single campaign of the Second World War – the Battle of the Atlantic. They uphold the legacy of the Battle of the Atlantic by pledging themselves "Ready, Aye, Ready," to face today's security challenges with pride and professionalism.

PHOTO: Cpl Michael J. MacIsaac

RCN Commander, VAdm Mark Norman (left), along with CPO 1 Tom Riefesel, salute the monument during the Battle of the Atlantic Ceremony at the National War Memorial in Ottawa.

Services commemorating the Battle of the Atlantic were held across Canada including Halifax, Victoria, Québec City, and the 24 Naval Reserve Divisions across the country on Sunday, May 3. In the National Capital Region, the national Battle of the Atlantic commemoration was held at the National War Memorial.

In addition, nearly 50 veterans of the Battle of the Atlantic were honoured during a gala dinner at the Canadian War Museum on April 30.

The Battle of the Atlantic campaign was fought at sea from 1939 to 1945 with the strategic outcome being sea-control of the North Atlantic Ocean. It was the longest, largest, and arguably the most complex campaign of the Second World War. Over the course of 2,075 days, Allied naval and air forces fought more than 100 convoy battles and perhaps 1,000 single ship actions against the submarines and warships of the German and Italian navies. Enemy vessels targeted mainly the convoys of merchant ships transporting material and troops vital to safeguarding the freedom of the peoples of North America and Europe.

On any given day, up to 125 merchant vessels were sailing in convoy across the North Atlantic. It was during these treacherous, stormy crossings that Canada's Navy matured and won the mantle of a professional service. Our Navy escorted more than 25,000 merchant vessels across the Atlantic. These ships carried some 182,000,000 tonnes of cargo to Europe — the equivalent of 11 lines of freight cars, each stretching from Vancouver to Halifax. Without these supplies, the war effort would have collapsed.

Thousands of Canadian men and women - members of the Royal Canadian Navy, the Merchant Navy, the Women's Royal Canadian Naval Service, and the Royal Canadian Air Force, mostly volunteers from small town Canada – had to face situations so perilous they are difficult for us to imagine. As Canadians, we should be proud of their courage ♣

**FOLLOWING IS A LIST OF THE RCN VESSELS AND THE BULK OF THE SAILORS LOST DURING THE BATTLE OF THE ATLANTIC:**

| HMCS VESSEL | DATE SUNK | LIVES LOST |
|---|---|---|
| HMCS *Ypres* | May 12, 1940 | Lost, no lives lost |
| HMCS *Fraser* | June 25, 1940 | Lost with 47 lives |
| HMCS *Bras d'Or* | October 19, 1940 | Lost with 30 lives |
| HMCS *Margaree* | October 22, 1940 | Lost with 142 lives |
| HMCS *Otter* | March 26, 1941 | Lost with 19 lives |
| HMCS *Levis* | September 19, 1941 | Lost with 18 lives |
| HMCS *Windflower* | December 7, 1941 | Lost with 23 lives |
| HMCS *Adversus* | December 20, 1941 | Lost with no lives |
| HMCS *Spikenard* | February 10,1942 | Lost with 57 lives |
| HMCS *Raccoon* | September 7, 1942 | Lost with 37 lives |
| HMCS *Charlottetown* | September 11, 1942 | Lost with 10 lives |
| HMCS *Ottawa* | September 13, 1942 | Lost with 113 lives |
| HMCS *Louisbourg* | February 8, 1943 | Lost with 37 lives |
| HMCS *Weyburn* | February 22, 1943 | Lost with 8 lives |
| HMCS *St. Croix* | September 20, 1943 | Lost with 147 lives |
| HMCS *Chedabucto* | October 21, 1943 | Lost with 1 life |
| HMCS *Athabaskan* | April 29, 1944 | Lost with 128 lives |
| HMCS *Valleyfield* | May 6, 1944 | Lost with 123 lives |
| Motor Torpedo Boat 460 | July 2, 1944 | Lost with 11 lives |
| Motor Torpedo Boat 463 | July 5, 1944 | Lost with no lives |
| HMCS *Regina* | August 8, 1944 | Lost with 30 lives |
| HMCS *Alberni* | August 21, 1944 | Lost with 59 lives |
| HMCS *Skeena* | October 25, 1944 | Lost with 15 lives |
| HMCS *Shawinigan* | 24 November 1944 | Lost with 91 lives |
| HMCS *Clayoquot* | 24 December 1944 | Lost with 8 lives |
| Motor Torpedo Boats 459, 461, 462, 465, 466 | 14 February 1945 | Lost with 26 lives |
| HMCS *Trentonian* | 22 February 1945 | Lost with 6 lives |
| HMCS *Guysborough* | 17 March 1945 | Lost with 51 lives |
| HMCS *Esquimalt* | 16 April 1945 | Lost with 44 lives |

# April **ANNOUNCEMENTS**

April 1

**CAF members train in Poland**

More than 35 soldiers from the 3rd Battalion of The Royal Canadian Regiment (3 RCR) based in CFB Petawawa, participated in Exercise MOUNTAIN WARRIOR in Trzebiatnee, Poland, throughout the month of April.

April 2

**CAF Medical Team prepares for mission to Sierra Leone**

The third CAF medical contingent departed Canada for the UK to begin training, prior to their mission in Sierra Leone, in support of global efforts to help prevent the spread of the Ebola virus.

Note: On **April 20** this group departed the UK for Kerry Town, Sierra Leone.

**HMCS Whitehorse assists US Coast Guard in major drug seizure**

HMCS Whitehorse, in collaboration with the US Coast Guard (USCG) and US Navy, assisted with the interception of more than 5,200 kg of cocaine in international waters of the Eastern Pacific Ocean off the coast of Costa Rica as part of Operation CARIBBE in early March.

This was the largest of three narcotics interceptions in 2015 for CAF assets deployed on Op CARIBBE, and the second largest recorded in CAF history of the operation, surpassed only by HMCS St. John's which, in 2011, assisted the USCG in seizing 6,750 kg of cocaine.

April 3

**Canadian NORAD Region conducts airspace defence training**

The Canadian NORAD Region (CANR) conducted comprehensive training in support of its mandate to detect, deter, and defend against all threats to North America's sovereign airspace.

CANR conducted intercept and safe passage operations of two pairs of B-52 Stratofortress bombers returning from long range training flights through Canadian northern and eastern aerospace approaches.

April 8

**CAF conducts first airstrike in Syria**

Canada's CF-18 Hornets conducted their first airstrike in Syria since the government's decision to extend and expand Op IMPACT, Canada's military contribution to the US-led coalition against the so-called Islamic State of Iraq and the Levant (ISIL).

April 11

**HMCS Whitehorse assists in second significant drug seizure**

HMCS Whitehorse assisted the US Coast Guard in the interception of more than 600 kg of cocaine in international waters of the Eastern Pacific Ocean off the coast of El Salvador. This is the second significant narcotics interception for HMCS Whitehorse this year on Op CARIBBE.

April 16

**Athabaskan departs for Op CARIBBE**

HMCS Athabaskan departed Halifax to support Op CARIBBE, Canada's contribution to the multinational campaign against illicit trafficking and organized crime in the Gulf of Mexico, the Caribbean and its approaches, and the eastern Pacific off the coasts of Mexico, Central America, Colombia, and Ecuador.

HMCS Athabaskan will also participate in the Bicentennial of the Battle of New Orleans in Louisiana. The ship and its crew will join the US and other allies to commemorate the final battle of the War of 1812 during a week-long celebration in New Orleans.

April 22

**CAF personnel return from Op IMPACT**

Approximately 125 CAF personnel who have been deployed since Op IMPACT began in October 2014, returned to their bases at 14 Wing Greenwood, 8 Wing Trenton, and 4 Wing Cold Lake. Op Impact the CAF's contribution to the Middle East Stabilization Force, the military mission of the international coalition against the Islamic State of Iraq and Syria.

Note: On **April 27** more CAF personnel returned home to Canada.

April 25

**Resupply Mission to the Arctic a Success**

The Royal Canadian Air Force (RCAF) completed the first of its bi-annual operations to deliver fuel and supplies to Canadian Forces Station (CFS) Alert.

During Op BOXTOP, 26 flights delivered 26,626 kilograms of cargo and approximately 1 million litres of fuel using a CC-177 Globemaster III from 429 (Transport) Squadron and two CC-130J Hercules from 436 (Transport) Squadron, all from 8 Wing Trenton.

April 27

**Assessment Team and Elements of DART Headed to Nepal**

An assessment team and elements of the Disaster Assistance Response Team (DART) deployed from 8 Wing Trenton to assist in the aftermath of an earthquake in Nepal.